Alabama
Workforce Development System
2006 Strategic Plan
Executive Summary

Goals | Related Strategies | Initiatives (Lead Agencies)

Mission

Mission Statement

The mission of Alabama workforce development is to provide a market-driven system that delivers services to customers using an innovative and comprehensive approach. We will provide employers with a prepared workforce which enhances the state's economic development and quality of life.

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1 — To design a comprehensive, market-driven, performance-based workforce development system that is based on labor market analysis and serves as a vital resource which readily adapts to dynamic occupational and economic demands.

1.1. Strategy: Obtain and utilize good information on workforce development needs, trends, and issues at state and regional levels.

- 1.1.1. Continue LMI Task Force to determine needed/available workforce information. (DIR, OWD)
- 1.1.2. Continue to provide regional and customized labor market information through LED program. (DIR)
- 1.1.3. Continue Workshops on LED use for economic developers, local elected officials, workforce partners, researchers, etc. (DIR)
- 1.1.4. Assist Regional Advisory Councils with determining high-growth, high-demand, high-paying jobs with shortages and developing plans to close gaps in those occupations (OWD, DIR, ADO, AIDT)
- 1.1.5. Publish regional and state State of the Workforce Reports and disseminate widely. (OWD, DIR)
- 1.1.6. Conduct workforce summit in one manufacturing sector. (OWD)

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2 — To design and implement organizational structures and programs based on best practices.

2.1. Strategy: Define roles, relationships and responsibilities of major workforce development partners at federal, state, and local levels.

- 2.1.1. Review best practices in state organizational structures and make related recommendations to Governor, Legislature and other pertinent entities. (All)
- 2.1.2. Promote positive relationships with DOL staff at regional and federal levels. (All)
- 2.1.3. Promote communication and positive relationships among all workforce partners, councils and boards. (All)

2.2. Strategy: Review and apply best practices in organizational and program design and development.

- 2.2.1. Review research and best practices literature, attend appropriate professional development conferences, engage in appropriate national groups related to applying best practices to program design and development. (All)
- 2.2.2. Design, implement, and evaluate programs and activities based on inputs from 2.2.1. (All)

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3 — To fully integrate a workforce development system that unites Alabama's education services, employment services, and economic development resources into a streamlined delivery system.

3.1. Strategy: Design and develop structures that enhance integration of the workforce development system.

- 3.1.1. Continue the development of the Workforce Development Planning Council as a collaborative entity to write comprehensive state strategic plan based on input from workforce boards and other appropriate constituencies. (OWD/All)
- 3.1.2. Select, purchase, and install software, policies, and procedures for an integrated MIS/IT system that provides for appropriate information sharing, efficiency, and effectiveness among workforce partners. (DPE, All)
- 3.1.3. Continue and enhance the work of the One-Stop Integration Committee. (All)
- 3.1.4. Continue and enhance the cross-training of Career Center personnel. (All)
- 3.1.5. Develop and implement a Career Center Certification Program. (OWD, DIR, All)
- 3.1.6. Promote the development and implementation of a statewide articulation agreement between K-12 Career/Tech and two-year colleges. (SDE, DPE)
- 3.1.7. Promote the Career/Technical and Advanced Career/Technical Education Diploma endorsements for high school graduates. (SDE)
- 3.1.8. Expand the career/technical dual enrollment program between K-12 and postsecondary schools. (SDE/DPE)
- 3.1.9. Establish 21st Century Technician Task Force to examine best practices and recommend a comprehensive, statewide strategy for understanding and developing career paths in high growth, high-demand, high-paying occupations requiring less than a baccalaureate degree. (OWD, All)
- 3.1.10. Develop and implement processes for selection and training of a single, on-site manager for each Career Center. (DIR, OWD)
- 3.1.11. Develop and implement plans for better utilization of faith-and community-based organizations in outreach and service delivery of Career Center programs and activities. (DIR, OWD)

Goals
(continued)

Related Strategies
(continued)

Initiatives (Lead Agencies)
(continued)

Guiding Principles

The Alabama workforce Development System shall be characterized by**:**

Leadership at all levels

Collaboration

Respect

Accountability

Focus on the future

Market-driven and customer-oriented approaches.

ABBREVIATIONS:

ADO	*Alabama Development Office*
AIDT	*Alabama Industrial Development Training*
ATN	*Alabama Technology Network*
DHR	*Department of Human Resources*
DIR	*Department of Industrial Relations*
DOL	*Department of Labor*
DPE	*Department of Postsecondary Education*
EDAA	*Economic Development Association of Alabama*
OWD	*Office of Workforce Development*
PC	*Planning Council*
REHAB	*Department of Rehabilitation Services*
SDE	*State Department of Education*
WIA	*Workforce Investment Act*
WIB	*Workforce Investment Board*

4 To become a recognized leader and partner in economic development by providing employers with valuable services which enhance their opportunities for growth and by providing job seekers with education, training, and related services which enhance their employability.

4.1. Strategy: Develop and implement programs for workers in distress.

4.1.1. Implement ongoing Dislocated Worker program in compliance with Department of Labor guidelines. (OWD)
4.1.2. Implement ongoing Rapid Response Team program for workers affected by closings/layoffs in compliance with Department of Labor guidelines. (OWD/DIR)
4.1.3. Implement ongoing employment services, unemployment insurance and workman's compensation programs in compliance with Department of Industrial Relations guidelines. (DIR)
4.1.4. Implement ongoing Trade Adjustment Assistance in compliance with Department of Labor guidelines. (DIR)
4.1.5. Implement ongoing Temporary Assistance to Needy Families workforce training programs in compliance with Department of Human Resources guidelines.(DHR)
4.1.6. Implement ongoing programs for training, retraining, and providing workplace accommodations for workers with disabilities in compliance with Department of Rehabilitation guidelines. (Rehab)
4.1.7. Develop special initiatives for economically distressed areas. (OWD/All)
4.1.8. Develop and implement plan for workers in distress as a result of natural disasters. (OWD/DIR /All)

4.2. Strategy: Develop and implement programs to enhance competitiveness of employers and pro-mote economic develop-ment.

4.2.1. Strengthen and expand Incumbent Worker Training Program in compliance with OWD guidelines (OWD, ATN)
4.2.2. Implement ongoing Training for Business and Industry Programs in compliance with Department of Postsecondary Education guidelines. (SDE)
4.2.3. Implement ongoing Career/Tech programs in compliance with State Department of Education guidelines. (SDE)
4.2.4. Continue Focused Industry Training in compliance with DPE guidelines. (DPE / Adult Ed.)
4.2.5. Develop and expand programs to recruit, screen, and train employees for new and expanding businesses and industries in compliance with AIDT guidelines. (AIDT)
4.2.6. Continue development of Regional Centers of Excellence in Workforce Development to better meet documented needs of regional high growth industry clusters incorporating those grants awarded by the DOL Community College High Growth Job Training Initiative. (DPE, OWD)
4.2.7. Develop an interagency Quick Response Task Force to assess needs and design programs which require a rapid, innovative response to a nontraditional workforce crisis or opportunity. (OWD/DPE/AIDT/All)
4.2.8. Maintain industry certification of all secondary career/tech programs in compliance with State Department of Education guidelines. (SDE)
4.2.9. Seek industry certification of all postsecondary technical programs. (DPE/All)
4.2.10. Implement statewide worker credentialing program as outlined in approved implementation plan. (All)
4.2.11. Continue to replicate the model demonstration project to produce more multi-craft industrial maintenance technicians (industrial systems technologists). (SDE, DPE, AIDT, OWD)
4.2.12. Continue Task Force on Work Ethics to measure outcomes of FIT and Trenholm State Technical College pilot programs, examine best practices, and recommend comprehensive preschool-adult strategies for inculcating good work behaviors to include financial literacy. (AIDT, DPE, All)
4.2.13. Develop and implement a plan to assist small businesses through a business services approach to Career Center programs. (DIR / All)
4.2.14. Constitute a Task Force on Workforce Integration of New Immigrants to research nature and extent of the issue; study best practices; and make recommendations for effective integration of this special population. (OWD, All)
4.2.15. Implement BRAC Response Plan. (OWD)
4.2.16. Develop and disseminate a best practices template for ideal regional workforce development programs and activities against which Regional Councils can measure themselves. (AIDT, OWD)
4.2.17. Constitute Task Force on Retention, Re-entry, and Integration of Senior Citizens in the Workforce to research nature and extent of the issue; study best practices; and make recommendations for more effective retention and integration of this special population. (OWD, All)

4.3. Strategy: Secure appro-priate external funding.

4.3.1. Continue role of Office of Workforce Development External Funds Task Force to monitor external funding opportunities and assist with development of proposals. (OWD/All)

4.4. Strategy: Maintain accountability.

4.4.1. Meet or exceed all performance measures as established by Department of Labor for Workforce Investment Act programs. (OWD/All)
4.4.2. Constitute a task force to review best practices on evaluation and benchmarking of public workforce systems and to establish a state index of indicators against which to measure progress. (OWD, DPE, AIDT, All)
4.4.3. Expend all funds in compliance with legal, ethical, fiscal, and programmatic requirements. (All)

4.5. Strategy: Simplify processes.

4.5.1. Continue Task Force to review system processes/procedures to ensure simplicity/user friendliness to the greatest extent possible. (OWD/All)

5 To establish a comprehensive marketing plan which communicates the enhanced services that the Workforce Development System pro-vides the state's employers and employees.

5.1. Strategy: Market work-force development pro-grams, activities and out-comes to appropriate audiences.

5.1.1 Implement approved marketing plan. (OWD/All)
5.1.2. Develop and advertise a web-based Directory of Alabama Workforce Development Services. (All)

Goals
(continued)

Related Strategies
(continued)

Initiatives (Lead Agencies)
(continued)

6 To develop a coordinated, integrated, system that includes business, education and training, health, safety and public/private sector stakeholders and provides all youth (including the neediest youth) with opportunities to develop career options.

6.1. Strategy: Market the new vision on serving the neediest youth to the Alabama Career Center System with special emphasis on providing educational and training services.

6.1.1. Identify available tutoring skills training and instruction programs, leading to completion of secondary school, including dropout prevention strategies. (ED, OWD)

6.1.2. Conduct Best Practices Review for a model Alternative Education System. (example: Alabama's High School Alternate Diploma, Rural Community Career Development Networks, Alabama's Two Job Corps Centers (Gadsden and Montgomery) and Community Intensive Treatment for Youth (CITY) Program. (DYS, OWD)

6.1.3. Review ways in which the Alabama Career Center System is serving the neediest youth. (OWD, Rehab)

6.1.4. Establish communication network among state agencies, workforce boards and regional councils related to youth labor market information. (OWD, All)

6.1.5. Plan and conduct Statewide Youth Development Summit based on U S DOL's regional Youth Forum in order to develop coordination across agencies. (OWD)

6.2. Strategy: Implement Alabama's Full Collaboration Model – networking, service coordination, active cooperation between governmental, non-profit, community-based, private industry, and faith-based organizations.

6.2.1. Develop, adopt and disseminate organizational structures and written descriptions of roles, relationships and responsibilities of major workforce development partners (resource mapping). (OWD, All)

6.2.2. Obtain information on all funding resources available to all state and federal agencies in order to develop a comprehensive youth development system. (OWD, All)

6.3. Strategy: Coordinate a reliable and valid Uniform Jobs-Skills-Based Assessment System such as WorkKeys to be utilized at various trainee referral points.

6.3.1. Coordinate with the Work Ethics Task Force in designing curriculum elements in the Youth Development System. (SDE, OWD, AIDT, All)

6.3.2. Develop a model that provides assessment for credentialing opportunities that lead to high-skill, high-wage jobs for all Alabama youth, including the neediest youth. (SDE, OWD, All)

6.3.3. Utilize the Career/Tech Future's Framework to support student credentialing for the emerging workforce. (SDE, DPE, OWD, All)

6.3.4. Provide professional development experiences for secondary and postsecondary school counselors related to career opportunities for the new 21st century technician. (SDE, DPE, OWD, All)

6.4. Strategy: Network with local community entities and businesses to form partnerships in delivering youth services.

6.4.1. Develop and implement a plan to complete an electronic resource map to identify a system of services and opportunities for the youth of Alabama. The resource map should be web-based, printed and current at all times (all data collected must be verified and included in the Connect 211 system). (OWD, All)

6.4.2. Develop a Youth Workforce Objective/Indicators Annual Report dealing with the performance of Alabama's Youth Development System. (SDE, DPE, OWD, All)

6.4.3. Implement the Common Measures reporting system for youth performance utilized by the Alabama Workforce Development Partner System to have the same reporting items. (OWD, All)